

1 September 1976

MEETING: Jack Blake, Fred Janney, [REDACTED]

SUBJECT: Discussion of DDCI's Memo to DD/A dtd 19 Aug 76, subj: STATINTL
Personnel Management

Purpose of the meeting was to discuss the requirements levied by Hank Knoche re: current approaches to Agency Personnel Management and need to study seven areas of concern to the DDCI - in the context of further clarification by Jack Blake through discussion with the DDCI.

Jack B. opened the discussion by stressing the need to approach our review of the seven specific personnel management subjects from an objective, factual point of view not defensively. The intent is to try to first come up with the facts of the situation in each area then develop options for new approaches if indicated to improve effectiveness of performance.

Jack B. referred to the DDCI's acknowledged "bias" toward changes and indication that he was inclined toward the need for more centralization over "certain aspects of the personnel process." Jack stressed that he felt that the DDCI was not locked in on his "biases" nor strongly oriented to centralization (unlike Schlessinger).

Discussion of Specific Areas of Study and Review

1. Assignment process has been considered a Directorate responsibility and has meant that decisions as to individuals for certain key positions have not been pursued as broadly as might otherwise have been the case.

Comment: Jack B. said that we should review the charter of the old Management Committee where DD's were supposed to surface key vacancies coming up and discuss possible candidates before making final decision on selection. This was never really done and DD's made their selections unilaterally (to the chagrin of Proctor on one occasion). Jack B. asked that we develop the facts on the current processes to fill "key" positions. He defined key positions as Office Heads (Division in DDO) and above.

2. Pursuit of the concept of early separation of personnel (bottom 3-5%) - DDCI does not believe this process has been carried out either uniformly or effectively by all components.

Comment: Fred J. and Jack B. both agreed that the DDCI is incorrect in his perception that the concept was to separate personnel in the bottom 3-5% exercises. The concept called for identification, counsel, and appropriate administrative action which

might include separation. Jack B. suggested that we must recognize that Knoche was indicating a possible change in the concept. We should develop the facts as to how the career services are handling the bottom 3-5%. Jack B. acknowledged that in some career services or panels the rankings place all of certain groups in "good" performance categories.

3. Poor job (except the DDA) by DD's of encouraging rotations between Directorates.

Comment: Jack suggested we get the facts from APP statistics. He questioned how systematic the DD's have approached inter-Directorate rotation and suspects that "figures" were arrived at without much real emphasis or planning. He also suggested that in pursuing facts we get back-up data from the career services as to the grade levels (go for professionals only) rationale and reason for the individuals rotated.

4. Promotion processes are overly focussed on meeting expectations of average employees and are not responsive enough to demonstrated excellence.

Comment: Get facts regarding Career Service promotions - identify how many "extraordinary" promotions - i.e., short of normal time pattern. The Career Services will have to provide this kind of data.

5. EEO processes are not getting sufficient results.

Comment: Use the recent OP paper as basis for responding to this requirement.

6. Decide on proper mix and balance of personnel among components (specialists vis a vis generalists, prof. vs clericals, need for special skills such as foreign languages).

Comment: Develop facts as best we can on this one.

7. How well are we doing in assigning and orienting our personnel in their first assignments - the crucial stage in any career.

Comment: Get facts re separations during trial period. Review SPD's initial interviews after EOD. What kind of Office orientation is given after assignment?

Other Requirements

H. Knoche wants two sessions arranged - first with 2 or 3 D/Pers from other Fed. agencies and one with 2 or 3 D/Pers from private sector. He'd like group session (separate Gov't & Private) with

these people to discuss his interest in ideas for better ways to manage personnel, etc.

Jack asked that we (OP) develop our facts on each of the 7 requirements by 20 Sept 76 (changed to 17 Sept). We will then meet with Jack on 22 Sept. At this meeting we'll discuss possible proposals for change. Meetings of D/Pers' with DDCI should be set for 23 and 24 Sept.

Out of this session Knoche will probably firm up some ideas and/options for consideration.

OP should then proceed to develop option papers for completion by 13 October 1976.



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Note :

After the discussion, Fred Jarney suggested that Jack B. prepare to the DDCI that the "Eye Only" memo re: the above areas of study be sent to the other DDCI's. Jack agreed and subsequently discussed with the DDCI who authorized release of the original memo to the other DDCI's and the Heads of the Independent Offices.



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